



POPULATION & ECONOMICS

Charlo Senior Center

Executive Summary—Conditions and Trends

The overall population of Lake County is growing quickly. This growth mirrors a pattern found throughout western Montana and the Rocky Mountain West. Families with older school age children (11-17) are moving in at a steady rate. Many young adults are leaving, presumably for school or lower-level work opportunities. Middle-age and retirement-age people are both moving in at a rapid rate and living longer than ever before. Currently, 43 percent of the population is either under 18 or over 65, while the state average is 40 percent. These age groups require more costly services (such as education and medical attention) than others. In the near future, as the population continues to age, the need for senior services is likely to increase. Over the next 25 years, the U.S. Census Bureau estimates that Lake County will be home to more than 12,000 new residents.

The Montana, regional, and local economies are changing and tend to reflect national trends toward a more service-based economy. The traditionally dominant resource extraction industries are losing their hold on the economy due to national and international economic and political factors. The service sector now plays the dominant role, while the manufacturing, government, construction and retail industries employ large numbers of workers and provide eco-

nomic opportunities. Despite the generally favorable economic picture, the historically strong farm sector is hurting due to low commodity prices and fluctuating markets. Local farmers and ranchers now typically rely on outside income to support their operations.

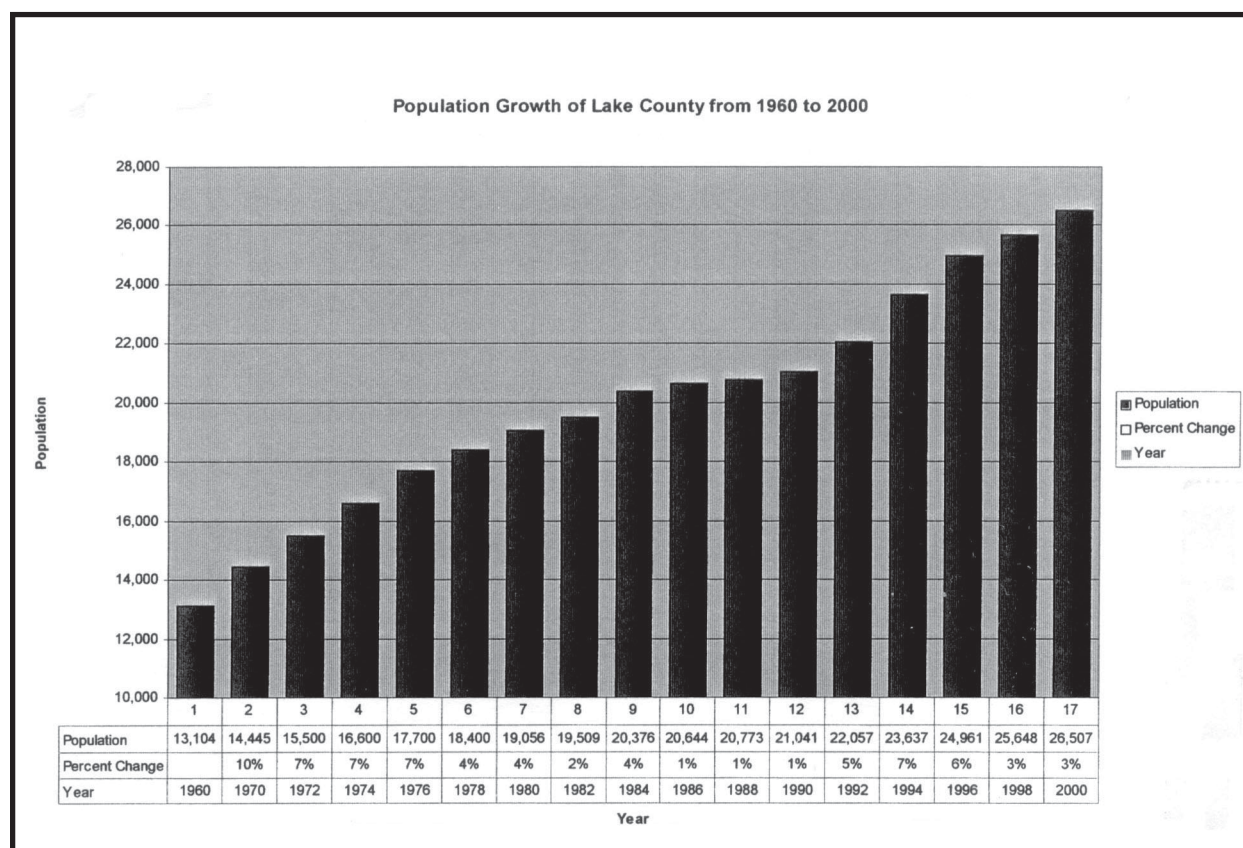
Lake County's economy is diverse, with almost one third of the workforce being self-employed. There appears to be a surplus of non-professional workers in Lake County, compared with the economic centers of Missoula and Kalispell. Personal income is low, poverty rates are relatively high and education levels are about average when compared to state figures. Personal income is growing faster than the state and national averages, although Montanans are more likely to hold two jobs than their counterparts in other areas. Although county level data are not available for 2002, job growth appears to be reflecting the current slow down in the national economy. Among the larger employers in Lake County, a few report some downsizing while most have remained stable. None of the large employers report an increase in employees from 2000 to 2002. Although the local economy is impacted by national trends, it is well positioned to respond to these trends with most levels of job training and economic development services available both locally and regionally.

Population¹

For the past 40 years, the population of Lake County has grown at a steady rate. During the 1960s, the growth rate averaged about two percent per year. The 1970s saw the more rapid rate of growth of approximately 3.5 percent per year, followed by a leveling off during the 1980s. During 1990s, the growth rate increased to almost 2.5 percent per year but it appears to have slowed slightly during the first two years of the new century. Figure 1 depicts of the changes in population in Lake County from 1960 to 2000.

population grew by almost 13 percent. The current rate of growth in Lake County is more than a 50 percent increase over that which occurred during the 1980s, when the overall growth rate was 10.4 percent.

A similar trend appears throughout western Montana and the Rocky Mountain West as a whole. The three counties that border Lake County, Flathead, Sanders and Missoula, grew at rates of 25.75, 19, and 21.75 percent, respectively, from 1990 to 2000. Also during that period, the combined average population growth of Idaho, Utah, Colorado and New Mexico was



The 2000 U.S. Census count shows the population of Lake County at 26,507 people. Lake County is currently ranked ninth in population for Montana counties. From 1990 to 2000, Lake County grew by 26 percent, or 5,466 persons. During that same period, the Montana

approximately 24 percent.

Population growth within Lake County from 1990 to 2000 can be largely attributed to migration from other parts of the state and country. In-migration accounted for 87 percent of the growth, while births-minus-deaths accounted

¹All population figures are based on information provided by the United States Census Bureau. This information is available through the Montana Department of Commerce at <http://commerce.state.mt.us/ceic/INDEX>.

for 12 percent, and international migration for one percent. Approximately 20 percent of Lake County's population arrived from 1990 to 2000.

Lake County is more densely populated than Montana as a whole. The average population density of Lake County is 17.75 people per square mile, while the average population density of Montana is six people per square mile. Approximately 25 percent of Lake County's population lives within the incorporated communities of Polson, Ronan and St. Ignatius. These areas grew by 23, 17 and 1.25 percent respectively during the 1990s. (It appears that the slow rate of growth within the town of St. Ignatius is largely attributable to the lack of sewer capacity in its municipal system.) Despite the relatively fast growth of the incorporated areas, 75 percent of the population of Lake County lives in unincorporated areas. The unincorporated population centers are Arlee, Charlo, Pablo, Woods Bay, Elmo, Big Arm, Dayton, Rollins, Swan Lake, Finley Point and Ravalli. Of these, Arlee and Charlo each grew by approximately 23 percent, Pablo grew by almost 40 percent, and Finley Point grew by 25 percent.

Ethnicity

The Flathead Indian Reservation is the remaining homeland of two major Salish-speaking tribes, the Salish and the Pend d'Oreilles, and one band of the Kootenai Tribe. The three tribes historically prospered by developing seasonal harvesting, hunting and fishing practices based on local and regional knowledge of natural patterns. While the separate tribes had distinct ranges, the combined aboriginal territory covered much of the northwestern United States and parts of British Columbia and Alberta (CS&KT 1994). A brief general history can be found in the Confederated Salish & Kootenai Tribes' 1996 Comprehensive Resources Plan.

In 1855, leaders of the Salish, Pend d'Oreilles and Kootenai Tribes met with Governor Isaac Stevens of the Washington Territory at Council Grove on the Clark Fork River, near



Confederated Salish & Kootenai tribal complex in Pablo.

present-day Missoula. The purpose of the meeting was to negotiate a land and peace agreement between the tribes and the United States Government. What emerged was the Hellgate Treaty, which created the Flathead Indian Reservation for the sole use and benefit of the Indians of the Confederated Tribes (Bigart and Woodcock 1996). By signing this treaty, the Indians retained a portion of their aboriginal lands and relinquished exclusive rights to the majority of their historic territory.

The U.S. Government, in an effort to assimilate the Indians into a settled agricultural life (as opposed to a nomadic one), gave land allotments to tribal members in 1887 and 1904. Lands not allotted to Indians were titled "surplus," and were made available to non-Indians in 1910. This effectively opened up the reservation to white settlement (CS&KT 1994). A further discussion of land ownership patterns is given in the Land Use chapter of this document.

In the past 90 years, the number of tribal members living on the reservation rose by about 2,000 while the non-tribal population grew by more than 21,000 (CS&KT 2000). In 2000, the U.S. Census Bureau counted the ethnic composition of Lake County's population to be one percent African American, Asian, and Pacific Islander, 24 percent American Indian, and 75 percent White (including people of Hispanic

origin). These percentages are consistent with the county's estimated ethnic makeup during the 1980s. Year 2000 numerical population and overall percentages for different ethnic groups within Lake County are presented in Table 1-1.

people aged 25-44 and a higher percentage of 44-65 year olds. These shifts may be due to younger adults seeking more profitable and wider ranging career opportunities outside of Lake County while more established baby-

Table 1-1: 2000 Single Race Ethnic Group Makeup, Lake County, Montana

Ethnic Group	White (includes white Hispanic)¹	American Indian*	African American, Asian and Pacific Islander and Other
Population	18,922	6,306	298
Percent of Population	74%	25%	1%

*Refers to American Indians of all federally recognized Indian Tribes and does not equal the number of CSKT members living in Lake County.

Source: Montana Department of Commerce Census and Economic Information Center from U.S. Census Bureau data.

Age Distribution

Numerically, all age groups experienced significant population increases during the 1990s. The age distribution, however, shifted from that shown in the 1990 Census reports, as presented in Table 1-2. The year 2000 Census data show a somewhat lower percentage of

boomers appear to be returning to the area. The percentage of preschoolers also declined from 1990 to 2000, reflecting the lower percentage of young families in Lake County. Additionally, the median age in Lake County is slightly higher than the state average while the median ages at both the state and national levels are increasing. If national economic conditions re-

Table 1-2: 2000 Population by Age, Lake County Montana

Age Group (years)	0-4	5-17	18-24	25-44	45-64	65+
Estimated Population	1778	5662	2114	6493	6609	3851
Percent of Population (2000)	6.7	21.4	8.0	24.5	24.9	14.5
Percent of Population (1990)	8.0	22.2	7.6	26.9	19.6	15.7
Median Age	Lake County - 38.2			Montana - 37.5		

Source: U.S. Bureau of the Census, "2000 Census of Population and Housing" and "1990 Census of Population and Housing"

¹ The race and Hispanic origin categories used by the Census Bureau are mandated by Office of Management and Budget Directive No. 15, which requires all federal record keeping and data presentation to use four race categories (White, Black, American Indian and Alaska Native, and Asian and Pacific Islander) and two ethnicity categories (Hispanic, non-Hispanic). These classifications are not intended to be scientific in nature, but are designed to promote consistency in federal record keeping and data presentation. This system treats race and ethnicity as separate and independent categories. This means that within the federal system everyone is classified as both a member of one of the four race groups and also as either Hispanic or non-Hispanic.

main fairly strong and local conditions remain stable, it is anticipated that due to the scenic beauty, recreational opportunities, relatively low cost of living, small town atmosphere and other amenities, Lake County is likely to attract more baby-boomers as that segment of the national population moves toward retirement.

Population Projections

The U. S. Census Bureau predicts that population growth in Lake County will continue at a rate of 1.8 percent annually through 2025. This translates into over 12,000 new residents over the 25-year period. Table 1-3 shows population projections for Lake County through 2025.

ranching, the federal government, forestry, manufacturing, mining and tourism. These are called basic industries because they bring outside income to the state. By 1997, only one-quarter of Montana's workers were employed in these industries. In Lake County, the federal government and the mining industry do not play a major role, while farming and ranching, forestry, local and tribal governments and tourism all figure significantly in today's economy.

The Lake County and Flathead Indian Reservation economies are part of a larger regional picture. The regional business and economic centers are Missoula and Kalispell. Local residents go to those cities to purchase and sell goods

Table 1-3: Population Projections, Lake County Montana

Year	2000	2005	2010	2025
Projected Population	26,507	28,840	31,230	38,570
Percent Increase	NA	9	18	46
Projected Number of New Residents		2,333	4,723	12,063

Source: Montana Department of Commerce Census and Economic Information Center & NPA Data Services, Inc.,

Economic Conditions

During the 1990s the United States and the state of Montana experienced a prolonged period of economic expansion. The stock market soared, inflation averaged less than three percent annually and interest rates dipped lower than seven percent, providing relatively inexpensive investment capital. The recent recession, however, has slowed economic growth nationwide and economic activity in Montana and Lake County has reflected this trend, albeit to a lesser degree.

The Montana and Lake County economies have changed significantly over the past 30 years. In 1970, half of Montana's workers were employed in the basic industries of farming and

and services that cannot be found, or have a limited market, locally. Population centers like Polson, Ronan, Pablo, St. Ignatius, and Arlee provide local employment and purchasing opportunities. The local population and regional economic centers share an interdependent relationship: Lake County has goods and services, such as wood products and recreational opportunities, that urban residents enjoy, while the economic centers have shopping and business opportunities that cannot be found locally.

Economic activity grew steadily throughout the 1990s in Lake County. Tourism and recreation, retail sales, construction and manufacturing all continued to grow, although the rate of expansion slowed by some measures toward the end of the decade. Jobs were relatively plen-

tiful, however many of them were part-time and provided low wages. Some recent examples of economic growth in the area include tribal developments such as the KwaTaqNuk Resort, the People's Center and the Salish Kootenai College expansion, the Wal-Mart store in Polson, and a number of new banking, fast food and grocery facilities across Lake County. Jore Corporation in Ronan expanded rapidly during the 1990s and reached a peak year-round employment of over 600 employees. The company has since endured a major restructuring and change of ownership but has retained around 300 permanent employees.

In addition to these large and well-known businesses, the numerous small businesses of Lake County are a major sustainer of economic activity. The majority of these are low-profile, home-based and employ few non-family members. They typically provide the local economy with diversity and strength, increase the tax base, provide some job opportunities and have minimal demands on local services. In 1996, more than one-third of the workforce in Lake County was self-employed, as shown in Table 1-4.

Employment

Economists use groups of industries, or sectors, to evaluate economic conditions. The service sector employs more workers and produces more personal income than any other sector in Lake County. Services do not typically make a "product," but use knowledge to generate income. Some examples are medical care, auto repair, legal representation and tourism. This sector now employs one out of every three workers in Lake County, up from one in five in 1975.

The Montana Department of Labor and Industry keeps data on employment that are based on establishments covered by unemployment insurance. The data include self-employed and government employees and show trends since 1975. The percentage of workers em-

ployed in the government sector in Lake County (federal, state, tribal and local) has declined in recent years. In 1995, government employed about 12 percent of the workers in Lake County, compared with almost 20 percent in 1975, although the overall number has increased. The percentage decrease may have to do with greater worker efficiency made possible through advancements in technology.

Due to record low commodity prices and mechanization, farm employment probably makes up a smaller percentage of the workforce now than ever before. In 1975, almost 19 percent of the workforce was employed in farming or ranching. In 1996 less than 10 percent was. Nonetheless, there are just as many farms and ranches today in Lake County as there were in 1975.³

The timber industry has a solid base in Lake County, due largely to the lands owned by Plum Creek Timber and the Confederated Salish & Kootenai Tribes. However, reductions in the amount of board feet taken from the Flathead National Forest and tribally owned lands may be affecting the numbers employed in the timber industry. The other major sectors, including retail trade, construction, and manufacturing, have been fairly stable over the past 25 years in terms of employing a given percentage of the workforce. Table 1-4 shows the number and percentage of workers in the major employment sectors during 1975, 1985, and 1996.

The major employers in Lake County at this



Plum Creek Timber owns forest lands and employs over 150 people in Lake County.

³ The term "farm" refers to both crop and livestock operations and is based on income tax, social security and unemployment insurance records. Generally, to qualify as a farm, an operation must produce at least \$1,000 of income annually.

Table 1-4: Comparison of 1975, 1985 and 1996 Full- and Part-time Employment by Major Industry, Lake County, Montana

	1975	Percentage	1985	Percentage	1996	Percentage
Total Employed	5,627		8,314		12,116	
Employment Type						
Wage and salary (employees)	3,674	65.3%	5,366	64.5%	8,179	67.5%
Proprietors (owners)	1,953	34.7%	2,948	35.5%	3,937	32.5%
Farm proprietors	848		1,112		879	
Non-farm proprietors	1,105		1,836		3,058	
Employment Sector	1975 Employees	Percentage of Labor Market	1985 Employees	Percentage of Labor Market	1996 Employees	Percentage of Labor Market
Services	1,076	19%	2,293	27.5%	4,044	33%
Retail Trade	963	17%	1,287	15%	2,155	18%
Government & government enterprises	1,096	19.5%	1,208	14.5%	1,425	12%
Farm	1,050	18.7%	1,353	16.5%	1,155	9.5%
Manufacturing	428	7.7%	697	8%	1,099*	9%*
Construction	307	5.5%	500	6.5%	772	6%
Finance, insurance, & real estate	310	5.6%	427	5%	653	5%
Agricultural services, forestry, fisheries, etc.	103	1.8%	192	2.5%	250	2%
Transportation and public utilities	153	2.7%	239	3%	367	3%
Wholesale trade	133	2.5%	83	1%	153	2%
Mining	NA	NA	35	0.5%	43	0.5%

*This percentage does not reflect the expansion of Jore Corporation from 1996 to 1999.

NA: Not analyzed

Source: *Regional Economics Assessment Database, Center for the Rocky Mountain West*

time include the tribal government, New Jore, St. Luke Healthcare Network, the Ronan and Polson school districts and Plum Creek Timber. Table 1-5 lists the top employers in Lake County by the approximate number of employees during October 2002 and gives their locations and the economic sector they fall into.

Income

the total personal income generated in Lake County came from labor, 23.6 percent from investments and 21.4 percent from transfer payments. The percentage of income generated from transfer payments is significantly higher than the surrounding counties and the statewide average of 16.1 percent. This may reflect the larger number of retirees living in the area receiving social

Table 1-5: Major Employers in Lake County, October 2002

Major Employers	Location	Approximate Number of Employees	Economic Sector
Confederated Salish and Kootenai Tribes	Flathead Reservation	750 full time 250 part time	Government
Jore Corporation	Ronan	285 permanent 150 seasonal	Manufacturing
St. Luke Healthcare	Ronan	300	Service
School District 30	Ronan	240 (September – June)	Service
School District 23	Polson	230 (September – June)	Service
Salish and Kootenai College**	Pablo	190 full-time 80 part-time	Service
Lake County	Lake County	185, includes seasonal	Government
Home Caregivers, Inc.	Polson	170*	Service
Plum Creek	Pablo	155	Manufacturing
St. Joseph Hospital	Polson	122	Service
Wal-Mart	Polson	120, includes summer hires*	Retail
Moody's Market/Super 1 Foods	Ronan and Polson	110*	Retail
Mission Mountain Enterprises	Ronan	106	Service
Mission Valley Power	Ronan	89	Utility
School District 8	Arlee	85 (September – June)	Service
S & K Electronics**	Pablo	84 permanent, 135 seasonal	Manufacturing
KwaTaqNuk Resort**	Polson	70 permanent 50-100 seasonal	Service
Kicking Horse Job Corps**	Charlo	70	Service
Ronan State Bank	Ronan	67	Service
Safeway	Polson	67	Retail
Evergreen Health Center	Polson	50	Service
School District 7	Charlo	50 (September – June)*	Service

Source: Personal conversations with human resource administrators, Oct. 2002

* = 1999 Employment Figures

**=Entities of the Confederated Salish & Kootenai Tribes. The number of employees at each of these locations is not included in the total number of Tribal employees shown at the top of the table.

Personal income is defined as money generated from all sources, including work, investments and transfer payments (social security, welfare, medicare, etc.). In 2000, 55 percent of

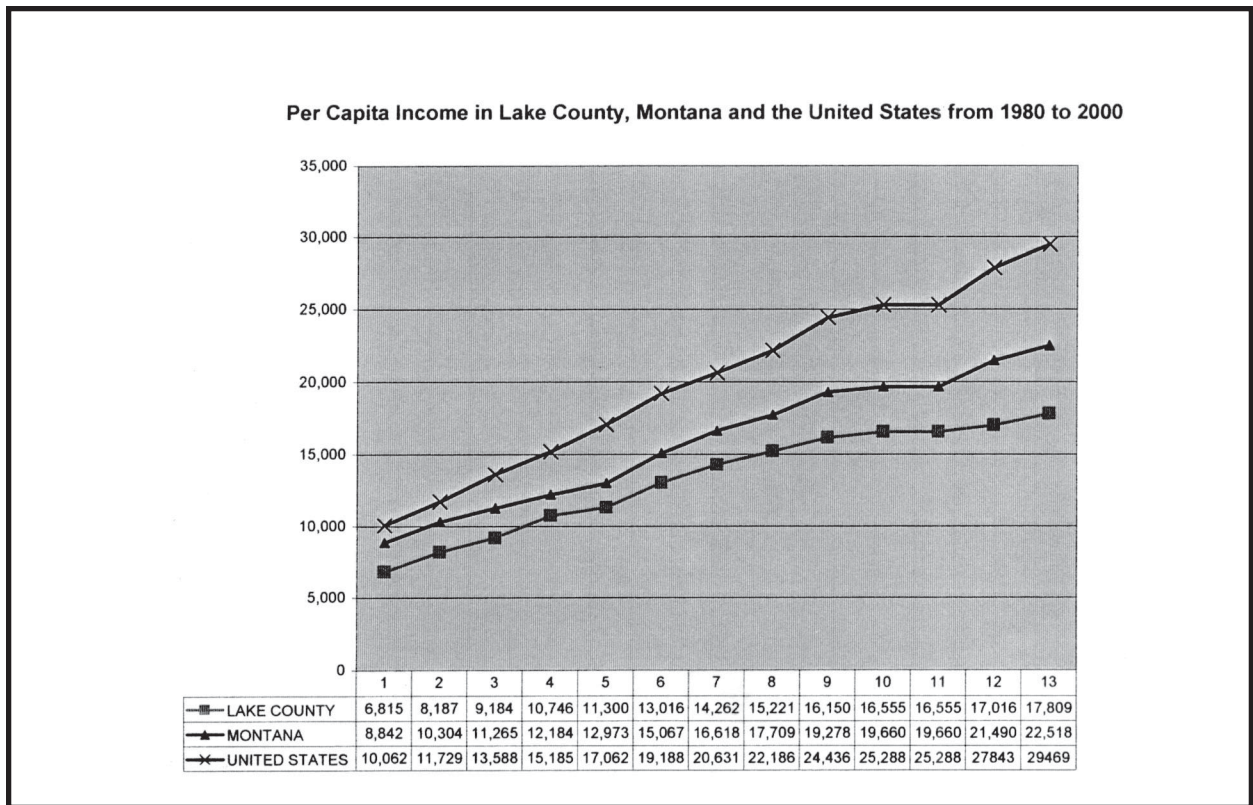
security and pensions as well as others receiving federal payments.

Per capita income (total personal income divided by the number of residents) has historically been lower in Lake County than state and

national averages. In 2000, for example, the average per capita income was \$17,809 in Lake County, \$22,518 in Montana and \$29,469 across the United States. Figure 2 depicts the change in per capita income over time in Lake County,

the national average. (US Bureau of Economic Analysis, www.bea.gov)

Why is the per capita income so low in Lake County? Some of the reasons may be the lack of a complex urban market, fewer technol-



Montana and the United States. Despite an annual increase of 4.7 percent in per capita income from 1997, the per capita income in Lake County dropped from 35 to 40 percent below

ogy-related and managerial jobs, a relatively high unemployment rate and the high percentage of seasonal jobs.

The largest economic sector in terms of both employment and personal income in Lake County is the service sector. In 1975, service-related jobs employed 19 percent of the labor market and accounted for just over 25 percent of non-farm labor earnings. In 1996, the service sector employed 33 percent of the workforce and was responsible for almost 43 percent of these earnings. The next closest income sector is retail sales, which generated over 16 percent of all non-



Newly constructed restaurant near St. Ignatius.

**Table 1-6: Sector Percentages of the Non-farm Labor Earnings
for 1975, 1985, and 1996, Lake County, Montana***

	1975	1985	1996
Services	25.14%	33.6%	42.75%
Retail Trade	24.91%	20.13%	16.34%
Manufacturing	12.67%	17.06%	14.83%
Construction	13.44%	13.71%	10.72%
Finance, insurance, & real estate	5.84%	4.07%	5.27%
Agricultural services, forestry, fisheries, etc.	3.57%	1.93%	1%
Transportation and public utilities	7.69%	6.91%	6.05%
Wholesale trade	5.66%	1.75%	2.81%
Mining	1.08%	0.82%	0.22%

* This table does not reflect the expansion of Jore Corporation from 1996 to 2000.

Source: O'Connor Center for the Rocky Mountain West, Regional Economic Assessment Database

farm labor earnings, followed by manufacturing at almost 15 percent and construction at almost 11 percent. Table 1-6 shows the percentages of total labor income in relation to the major sectors of the economy.

Lake County has historically had a higher annual unemployment rate than Montana and the nation. This is due in part to the seasonal nature of many of the available jobs, such as those in agriculture and tourism. According to many of the larger employers in the area non-professional workers are available for employment, while professional workers are more

scarce. Table 1-7 shows the unemployment rates for Lake County and Montana from 1992 to 2000.

Poverty

Each year the U.S. Census Bureau establishes thresholds to measure the number of people living below a certain income level. The numbers are used to formulate economic policy and distribute social service aid. The poverty threshold for 1998 was \$11,235 for a household with two adults and one child.

The percentage of people living below the

Table 1-7: Unemployment Rates for Lake County and Montana, 1992-2000

Year	Lake County	Montana
2000	6.3%	5.2%
1999	6.2%	4.9%
1998	7.4%	5.6%
1997	7.1%	5.4%
1996	7.1%	5.3%
1995	8.0%	5.9%
1994	6.8%	5.1%
1993	7.9%	6.1%
1992	9.1%	6.9%

Source: MT Dept of Labor and Industry, Office of Research and Analysis

poverty level in Lake County has been, and continues to be, above the state average, particularly for people under 18 years of age. This may be attributed to a number of factors including the low per capita income and the seasonal nature of many local jobs. Additionally, the poverty threshold is a national figure that does not reflect the relatively lower cost of living and higher degree of subsistence activities (farming and ranching for personal consumption and hunting and fishing) that take place in Montana and Lake County. Table 1-8 shows estimates for the percentage of people in Montana and Lake County that live below the poverty threshold.

residents have a slightly lower rate of bachelor and graduate/professional degree attainment than the state average. Table 1-9 shows the 2000 education levels for all people 25 and older in Montana and Lake County.

One of the challenges facing Lake County and Montana is to provide employers with workers who meet the demands of the changing job market. Local American Indian students have access to job training at Kicking Horse Job Corps. Advanced vocational and professional training opportunities are available in Pablo at Salish and Kootenai College, in Kalispell at Flathead Valley Community College and in Missoula at the University of Montana.

Table 1-8: Estimates for People Living Below the Poverty Threshold, Montana and Lake County

Year	Montana		Lake County	
	All ages	Under 18	All ages	Under 18
1979	12.3%	Data not available	19.1%	Data not available
1989	16.1%	20.5%	21.4%	28.2%
1993	15.2%	19.8%	20.6%	27.8%
1995	15.8%	22%	22.8%	31.3%
1999	18.7%	21.9%	21.1%	26.7%

Source: U.S. Bureau of the Census, Housing & Household Economic Statistics Division

Education

Educational attainment levels are a major factor affecting the types of employers that are attracted to an area and the types of jobs that are appropriate for the population. The most recent education data available at the county level were collected during the 2000 census. These figures show that the citizens of Lake County possess similar levels of education as the citizens of Montana as a whole. However, Lake County

Economic Growth

Much of the economic growth in western Montana and Lake County comes from the expansion of existing businesses, as opposed to the attraction of new ones. Some businesses have been reluctant to relocate to Montana due to the distance from major markets. Other businesses have taken advantage of the generally low costs and motivated workforce and used technology to overcome distance. As the national

Table 1-9: 2000 Education Levels for All People 25 and Older, Montana and Lake County

Highest education level completed	Montana (%)	Lake County (%)
< 9 th grade	4.3	4.1
<12 th grade	8.6	11.6
High school graduate	31.3	31.8
Some college	25.6	24.3
Associate degree	5.9	6.0
Bachelor degree	17.2	15.6
Graduate or professional degree	7.2	6.6

Source: US Bureau of the Census, 2000 Census of the Population, STF 3

labor force becomes more mobile and businesses search for locations where the quality of life is high, Lake County may see more economic development opportunities from select companies.

There is a limited relationship between taxes and the creation of jobs and investments. There are two tax incentives, however (the County Business Incentive and the Reservation-Based Federal Tax Incentive), that give some local businesses breaks for locating in Lake County and on the Flathead Indian Reservation. Governments can also encourage economic

growth by improving infrastructure, zoning for commercial and industrial uses (which may prevent nuisance lawsuits), and limiting unnecessary regulation.

A number of local agencies provide business and financial management training and services, identify and pursue market opportunities, and give business owners a unified voice. These include the Lake County Development Corporation, municipal and regional chambers of commerce, the Business Assistance Center at Salish & Kootenai College and the S&K Holding Company.



Lake County Community Development Corporation and Ronan Housing Authority offices in Ronan.

Population & Economics

Goals and Objectives

Policy Statement

Lake County will strive to guide population growth and development in a manner that protects the area's character and resources, minimizes public expenditures and attracts and retains businesses.

The goals and objectives provided below were developed by comparing the conditions and trends described in the previous text with public input and the experience of local officials, planning board members and staff. The purpose of this section is to provide a vision of how the community intends to grow (goals) and state the specific steps Lake County intends to take to ensure the goals are achieved (objectives).

After each objective is a phrase or group of phrases in italic print. These phrases indicate the specific tools that Lake County intends to use to achieve the objectives. The tools are described in the implementation section (Chapter 7) of this document.

1. Goal

Allow and encourage all interested parties to be involved with decisions relating to growth and development.

Objectives

- A. Review and update policies that make the public aware of development proposals, encourage citizen input, and ensure that citizen input is considered by decision makers. (*Intergovernmental coordination and citizen participation*)
- B. When updating existing development regulations or forming new ones, take the appropriate steps and time needed to inform the public, land managers and other stakeholders and thoroughly include them in the process. (*Intergovernmental coordination and citizen participation*)

2. Goal

Aid the formation and expansion of public infrastructure so that facilities are available for population growth and economic development to take place in a cost-effective manner.

Objectives

- A. Update, expand and implement the *Lake County Capital Improvements Plan* to address current transportation, solid waste, public water and sewer services and other infrastructure needs and priorities. (*Capital Improvements Planning {CIP}*)
- B. Support public water and sewer districts by providing early-stage guidance, writing letters of support, managing grants when appropriate and providing other services. (*CIP and intergovernmental coordination*)
- C. Work with the incorporated and unincorporated communities of Lake County to establish future growth areas and to increase public sewer and water capacity so that it is available and affordable when businesses seek to relocate or expand. (*CIP and density map*)
- D. Work in conjunction with the Montana Department of Transportation and the Confederated Salish & Kootenai Tribes to develop alternatives to U.S. Highway 93 that link the communities of southern Lake County and provide an efficient and safe transportation network. (*CIP and intergovernmental coordination*).

3. Goal

Capitalize on and protect Lake County's natural resources in order to attract and guide high quality development.

Objectives

- A. Develop a cooperative plan with the incorporated towns and the Confederated Salish & Kootenai Tribes for the U.S. Highway 93 corridor that focuses on maintaining economic and natural resource values. (*Intergovernmental coordination, Highway 93 planning*)
- B. Develop and maintain standards for residential development along streams and lakes and in wildlife habitat areas that allow property owners to take advantage of local natural resources while protecting them for future generations. (*Density map, subdivision review, lakeshore protection, floodplain permitting and zoning*)
- C. Develop policies to maintain agricultural lands and irrigation facilities while allowing for development. (*Density map and subdivision review*)

4.

Goal

Work with a wide array of interest groups, government agencies and citizens to pursue economic development opportunities.

Objectives

- A. Work with community leaders to develop strategies and funding sources for improving downtown business districts, including parking, lighting, landscaping and signage. (*Intergovernmental coordination and citizen participation*)
- B. Work with realtors, developers and citizens to identify and revitalize deteriorated parcels of land within communities. (*Intergovernmental coordination, citizen participation, subdivision and zoning*)
- C. Work with the incorporated towns, water and sewer districts, community development organizations and private industry to provide economic incentives for growth and development to occur in and around population centers. (*Public-private partnerships, intergovernmental coordination*)

5.

Goal

Facilitate and encourage opportunities for low and moderate income persons including affordable housing, senior services, child care and other services that benefit traditionally under represented segments of the population.

Objectives

- A. Develop standards that provide incentive for the development of services that cater to the above segments of the population. (*Subdivision review and zoning*)
- B. Coordinate with economic development, housing, aging and other service providers to meet the needs of the community. (*Intergovernmental coordination and citizen participation*)

